



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

03 MAY 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: New Beginnings Progress and Implementation

1. References:

a. Memorandum, Office of the Under Secretary of Defense, Personnel and Readiness, February 4, 2016, subject: New Beginnings Phased Implementation of the Defense Performance Management and Appraisal Program Beginnings April 2016.

b. Memorandum, Deputy Secretary of Defense, November 25, 2015, subject: New Beginnings Progress and Implementation.

2. We endorse the enclosed memoranda from Deputy Secretary of Defense and the Acting Principal Deputy Under Secretary of Defense, Personnel and Readiness. These memoranda address the implementation of New Beginnings initiatives. Since 2010, collaborative labor-management teams have worked on initiatives to revamp several human resource programs across the Department of Defense (DoD). As a result of these collaborative efforts, DoD is implementing New Beginnings initiatives throughout the Department. These initiatives, once implemented, will foster a culture of high performance through greater employee and supervisor communication and accountability, increased employee engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce.

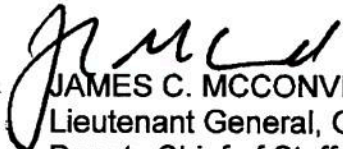
3. A major feature of the New Beginnings initiative is the Defense Performance Management and Appraisal Program which is a Department-wide performance management program linking individual performance to DoD values and organizational mission. This program will ensure ongoing recognition and communication between employees and supervisors throughout the appraisal cycle. As is indicated in the Under Secretary's memorandum (reference 1a), the Department will initiate a phased approach for transitioning employees into the appraisal program. The employees from the Civilian Human Resources Agency (CHRA) were the first group from Army to transition to the program in April 2016. Additional information will be posted on Civilian Personnel On-Line at <http://cpol.army.mil/#> regarding New Beginnings.


4. The New Beginnings efforts also resulted in the development of significant initiatives to assist supervisors, managers, and commanders in streamlining the hiring process. A variety of resources are now available to assist the hiring manager with executing hiring actions effectively.

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5. We fully support the initiatives resulting from the New Beginnings efforts. We solicit your support in ensuring the smooth transition of the DoD enterprise-wide performance management program. Engagement of the total workforce is imperative for the successful deployment of this enterprise-wide performance management program. The Army will implement the New Beginnings initiatives in a transparent manner, to include working closely with labor unions to the maximum extent feasible.

6. The points of contact for New Beginnings are Ms. Constance Ray, 703-695-5149, DSN 225-5149, constance.b.ray2.civ@army.mil; and Ms. Bonnie Roberts, 703-806-3885, DSN 656-3885, bonnie.w.roberts.civ@mail.mil.


JAMES C. MCCONVILLE
Lieutenant General, GS
Deputy Chief of Staff, G-1


DEBRA S. WADA
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

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SUBJECT: New Beginnings Progress and Implementation

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PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

FEB - 4 2016

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM
EVALUATION
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DIRECTOR, OPERATIONAL TEST AND EVALUATION
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: New Beginnings Phased Implementation of the Defense Performance Management
and Appraisal Program Beginning April 2016

New Beginnings is a collaborative process focused on developing and implementing new personnel authorities by institutionalizing a culture of high performance through greater employee/supervisor communication and accountability, increased employee engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce.

A significant element of New Beginnings is the development and implementation of the new Department-wide performance management program. The vast majority of our civilian workforce will be covered by the Defense Performance Management and Appraisal Program, which will create a fair, credible, and transparent performance appraisal process throughout the Department. This program will link individual performance to Department of Defense (DoD) values and organizational mission; will ensure ongoing recognition and communication between employees and supervisors throughout the appraisal cycle; and will be critical to effective mission accomplishment and increased employee engagement.

In April 2016, the DoD will initiate a phased implementation of the Defense Performance Management and Appraisal Program. The following DoD components/agencies have been designated for transition in April 2016:

- Office of the Secretary of Defense
- Department of the Army – Civilian Human Resources Agency
- Department of the Navy – Office of Civilian Human Resources, Headquarters
- Defense Information Systems Agency
- National Defense University
- Washington Headquarters Services
- Defense Legal Services Agency Headquarters
- Defense POW/MIA Accounting Agency
- Defense Security Cooperation Agency
- Defense Technology Security Administration
- Office of Economic Adjustment
- Pentagon Force Protection Agency

Organizations/agencies transitioning in April 2016 should review and complete the attached Readiness Checklist prior to transitioning into the Defense Performance Management and Appraisal Program. Please return your signed Readiness Checklist to the Defense Civilian Personnel Advisory Service Integrated Program Team mailbox at dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil 45 days prior to your Component's implementation date.

I am confident that you share my goal of building a strong force of the future, and I thank you for your continued leadership, support, and engagement in the success of all related efforts. My point of contact is Ms. Paige Hinkle-Bowles, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, who can be reached at (703) 614-9487.

A handwritten signature in black ink, appearing to read "Brad Carson", with a stylized flourish at the end.

Brad Carson
Acting Principal Deputy

Attachment:
As stated



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV 25 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
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SUBJECT: New Beginnings Progress and Implementation

Our people are our most important asset and are critical to accomplishing the Department of Defense's mission. Therefore, recruiting and retaining the best talent in our civilian workforce is a key element of the Department's ability to build a strong force of the future and to maintain our superiority well into the 21st century. In the coming years, the Department has many opportunities to build upon the strengths of our civilian workforce, and we have already made progress to that end through an effort known as "New Beginnings."

"New Beginnings" is a collaborative process focused on developing and implementing new personnel authorities by institutionalizing a culture of high performance through greater employee/supervisor communication and accountability, increased employee engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce.

Employees continue to provide important insight into the Department's policies and practices associated with these new personnel authorities. At the Department level, we have made great strides in creating an environment of cooperation and trust through predecisional input into these new policies and processes. We know this relationship will be paramount to developing the cultural and attitudinal changes necessary as we build the force of the future. I ask that you continue your cooperation with and inclusion of labor representatives at all levels of exclusive recognition, to the extent permitted by law.



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To date, the Department has implemented several "New Beginnings" initiatives that will assist supervisors, managers, and commanders in streamlining the hiring process. One of the most noteworthy is a Hiring Manager's Toolkit, which was launched in May of this year, and serves as a "one stop shop" for a variety of resources a hiring official needs in order to effectively carry out a hiring action. This toolkit can be found at <https://dodhrinfo.cpms.osd.mil/>.

Moving forward, we will be deploying a Department-wide performance management and appraisal program that will cover the vast majority of our civilian workforce and will create a fair, credible, and transparent performance appraisal process throughout the Department. The Office of the Secretary of Defense staff will be part of the phased implementation that will begin in April 2016. This enterprise program will link individual performance to Department of Defense values and organizational mission, and will ensure ongoing recognition and communication between employees and supervisors throughout the appraisal cycle. This program will be critical to effective mission accomplishment, as well as increased employee engagement.

I am confident you share my goal to build a strong force of the future, and I thank you for your continued leadership, support, and engagement in the success of all related efforts. My point of contact is Ms. Paige Hinkle-Bowles, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, who can be reached at (703) 614-9487.

